



DEPARTMENT OF THE ARMY  
INSTALLATION MANAGEMENT AGENCY  
EUROPE REGION  
UNIT 29353, BOX 200  
APO AE 09014

25 SEP 2003

SFIM-EU-MWR

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: School Liaison Officer (SLO) Positions

1. References:

a. Memorandum, HQDA, Community and Family Support Center (CFSC), 17 Jul 00, subject: Child and Youth Services (CYS) Organizational Structure

b. Funding Authorization Document (FAD), 3 Apr 03

c. Memorandum HQDA, CFSC, 22 Jul 03, subject: Child and Youth Services (CYS) Productivity, Cost Management, and Accountability (PCMA) Tools

2. Effective immediately all SLOs positions will come under the Child and Youth Services organization structure.

3. In July 2000, CFSC realigned school and community liaison functions as a core mission and integral component of the CYS Program (ref a). HQ DA/CFSC distributed FY03 SLO funding through CYS to each ASG with guidance to change the SLO MDEP "QNDP" to MDEP "QCCS" (ref b). SLO placement was discussed at the Productivity, Cost Management and Accountability training held 13-14 Aug 03. A decision was made to set a date for implementation and clarify SLOs are to become CYS staff.

4. SLOs must begin to collect data for the Productivity, Cost Management, and Accountability memo (ref c) on 1 Oct 03 to complete the first quarterly School Liaison Services (SLS) report due on 15 Feb 04.

5. To ensure a smooth transition, a SLO workshop will be conducted at the European MWR Training Center (TAD-E), 15-19 Dec 03.

6. School Administrators and ASG/BSB Commanders will continue to have a single POC for school matters, the SLO.

7. Current SLOs can be reassigned to this new position in CYS or new person hired to the new SLO position in CYS. A Current SLO (not in a new CYS position) may be reassigned under their existing TDA authorization to a different job description not related with school functions within the Command group.

RUSSELL B. HALL  
Director

SFIM-EU-MWR

SUBJECT: School Liaison Officer (SLO) Positions

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JUL 17 2000

## MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Child and Youth Services (CYS) Organizational Structure

1. Our operational environment demands that we provide quality community and family programs that not only contribute to the well-being of our soldiers and families, but also are delivered in a manner that is both efficient and effective. In defining his concept of "well-being," the Chief of Staff, Army noted the requirement for "predictability" in the way we manage our programs on behalf of soldiers and their families. It is the desire for qualitative consistency in program content and delivery that underlies our efforts to develop baseline standards for morale, welfare, and recreation (MWR) programs.
2. When we consider programs aimed at children and youth, this predictability is best accomplished by merging all CYS programs into a single entity. Only through seamless program delivery, by a single organization under single management, can we gain the full operational efficiencies to effectively leverage our resources across the entire spectrum of child and youth programs. This spectrum includes Child Development Services (CDS), School-age Services (SAS), Youth Services (YS), and a new component CYS Liaison, Education and Outreach Services (CLEOS) which incorporates the functions previously assigned to Supplemental Programs and Services.
3. We have reinforced the requirement for a consolidated CYS organizational structure on numerous occasions - and in numerous forums - during recent years. Although we first discussed the concept in 1997, a formal decision confirming the formation of CYS was made at the Army Board of Directors meeting in October 1998. Since that time, we have included the requirement for "seamless delivery" in our MWR Baseline Standards, our Mission Box Standards, and in the Installation Status Report (ISR) 111.
4. Delivery of a predictable and consistent Youth Sports and Fitness (S&F) program for our Army youth mandates inclusion within the CYS structure. Youth S&F programs should not be managed as part of the installation Adult Sports and Recreation program. It is inappropriate to co-mingle young adolescents (particularly girls who make up a large share of youth sports participants) with soldiers. Additionally, Army Youth Sports programs must follow the standards established by the National Alliance for Youth Sports. Youth sports competition philosophy is very different than that for adults. The recent death of a Boston parent in a fight with a second parent during a youth hockey game tragically illustrates this dichotomy.
5. Aligning youth education outreach initiatives such as the school and community liaison functions as a core mission and integral component of our CYS Program will



CFSC-CYS

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facilitate the use of needed administrative and logistical support to this staff and reinforce the community linkages. At some commands, this may require an additional proponent (in addition to CYS) where the Department of Defense Dependent Schools system and the Domestic Dependent Elementary and Secondary Schools system liaison responsibilities go beyond that expected at sites where a public school is involved. We are still working through the implications of this and would foresee more dialogue on the mechanics of how this could work operationally in a predictable and practical way.

6. Seamless delivery of CYS programs is an idea whose time has come. Installations can serve a greater number of children and youth with better programs, while eliminating wasteful duplicative and competitive services. Only through the seamless delivery of all programs aimed at children and youth can we ensure that -- not only will appropriate resources be provided -- but that we will also maintain the required accountability expected from our trained CYS program staff.

7. Our objective is to complete the transition to a CYS organizational structure throughout the Army not later than 29 December 2000. I ask your support in working with your installations and communities in this endeavor.

8. The CFSC point of contact is Ms. M.-A. Lucas, Director, Child and Youth Services Directorate. Ms. Lucas is available at DSN 761-5378 or commercial (703) 681-5378.

**SIGNED**

CRAIG B. WHELDEN  
Major General, USA  
Commanding

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SUBJECT: Child and Youth Services (CYS) Organizational Structure

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DIRECTOR

DEFENSE LOGISTICS AGENCY, ATTN: CAAPQ

CF:

CFSC-HRT

REQUEST FOR FAD - OP \$ - OMA

3-Apr-03

FAD REQUEST #40  
Page 1 of 1

ADVISE	CHG#	LOG#	ASN	AMS/MDP	(\$000) AFP	(\$000) ALLOT	LMT/\$000 BLN	FAD REMARKS
(COMPLETED BY EXECUTION BRANCH)								
			5000		(1,540.0)	0.0		Transfer from 5000 account to 342Y various ASG's Reference DA FAD dated 7 January 03
			342Y 13171925/QCCS		95.0	0.0		School Liaison Officers
			3860 13171925/QCCS		75.0	0.0		School Liaison Officers
			3370 13171925/QCCS		75.0	0.0		School Liaison Officers
			3430 13171925/QCCS		319.0	0.0		School Liaison Officers
			3840 13171925/QCCS		319.0	0.0		School Liaison Officers
			3830 13171925/QCCS		319.0	0.0		School Liaison Officers
			3780 13171925/QCCS		172.0	0.0		School Liaison Officers
			3540 13171925/QCCS		166.0	0.0		School Liaison Officers

\$0.0

\$0.0

\$0.0 POC: Ms. Jodi Hogan, 370-6792

Approved By:

Ann A. Webb, 370-8469

IMA-EU,C,EXEC TM, BUD BR

IMA-EU REQ: 40



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
US ARMY COMMUNITY AND FAMILY SUPPORT CENTER  
4700 KING STREET  
ALEXANDRIA VA 22302-4418

CFSC-CYS

22 Jul 03

MEMORANDUM FOR DIRECTOR, INSTALLATION MANAGEMENT AGENCY

SUBJECT: Child and Youth Services (CYS) Productivity, Cost Management, and Accountability (PCMA) Tools

1. References:

- a. Change 1, 15 Aug 97, to AR 608-10, Child Development Services, 12 Feb 90
  - b. AR 215-1, Morale, Welfare, and Recreation Activities and Nonappropriated Fund (NAF) Instrumentalities, 25 Oct 98
  - c. See Enclosure 1 for a list of related references.
2. The purpose of this memorandum is to provide guidance on the use of new and previously fielded CYS Productivity, Cost Management, and Accountability Tools. A list of these tools is at Enclosure 2.
3. Army Child and Youth Services has been engaged in a Functional Assessment since FY00 to identify processes/procedures and develop program management tools to achieve greater CYS operational productivity and efficiency while:

- a. Increasing the availability of on and off post child care options and supervised programs for youth,
- b. Achieving and sustaining quality by pursuing nationally recognized benchmarks and performance standards,
- c. Maintaining affordability for both Soldiers and The Army, and
- d. Ensuring accountability by requiring measurable outcomes.

4. These tools, many with a user guide, contain updated information and new automated approaches that support consistent and predictable delivery of CYS operations across all Installation Management Agency (IMA) Regions.



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5. These tools and processes:

- a. Reflect statutory and policy requirements as well as proven business practices;
- b. Apply a "seamless" delivery approach so CYS Managers can effectively leverage staff, facilities, and funding;
- c. Use Service Based Costing to determine appropriate funding for Uniform Levels of Service;
- d. Incorporate Activity Based Costing, where value added, to derive continuous program efficiencies; and
- e. Support the Army CYS "Priorities List" for FY 03-04 (see Enclosure 3).

6. These tools were introduced to IMA Region representatives in a training course sponsored by the U.S. Army Community and Family Support Center (CFSC) Morale, Welfare, and Recreation (MWR) Academy. The intent is for IMA Region teams to conduct follow-on Regional trainings for installation staff.

7. These tools will be used by installation and Region CYS staff to:

- a. Meet CYS key management controls,
- b. Ensure compliance with baseline standards,
- c. Develop a cost effective CYS operational structure in response to "Third Wave" initiative requirements, and
- d. Position CYS programs to transition to an all-NAF workforce as part of the Uniform Funding and Management process and to participate in a DoD initiative to stabilize and support the CYS workforce.

8. Procedures and tools will continue to be refined/improved as they are actually used and as metrics are confirmed/validated by "real world" experience.

9. Distribution and implementation of the tools began in FY 00. New/updated tools (phased-in from October 2003 – March 2005) will be monitored by IMA Region staff proponents per the timetable at Enclosure 4. Additional implementation guidance and timelines may be issued to ensure consistency across Regions as various tools are released and to support higher headquarters and proponent reporting requirements.



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10. This memorandum constitutes the latest procedural guidance from Headquarters, Department of the Army per AR 608-10 paragraph 2-1b(1) and per AR 215-1 paragraph 8-24c (17).

11. Region MWR Chiefs and CYS Program Managers have been involved with the CYS Functional Assessment process since FY 00. The Department of Army CYS proponent is working with the IMA Divisions including Operations, Resource Management, Plans, and Human Resources; Office of the Deputy Chief of Staff, G-1, Civilian Personnel Policy, NAF Human Resources; and the Assistant Secretary of the Army (Financial Management & Comptroller), Deputy ASA (Cost and Economics) on this project. The combined efforts of these agencies seek to ensure the CYS PCMA tools will position the CYS Program as an efficient, effective, and "cutting edge" MWR Program with measurable outputs and outcomes.

12. The point of contact for this action is Ms. M.-A. Lucas, (703) 681-5385 or DSN 761-5385.

4 Encl

*//Original Signed//*  
PETER F. ISAACS  
Chief Operating Officer

CF:

Director, IMA Northeast Region, ATTN: SFIM-NE-MWR  
Director, IMA Northwest Region, ATTN: SFIM-NW-MWR  
Director, IMA Southeast Region, ATTN: SFIM-SE-MWR  
Director, IMA Southwest Region, ATTN: SFIM-SW-MWR  
Director, IMA Korea Region, ATTN: SFIM-KO-MWR  
Director, IMA Europe Region, ATTN: SFIM-EU-MWR  
Director, IMA Pacific Region, ATTN: SFIM-PA-MWR  
Commander, U.S. Army Intelligence and Security Command, ATTN: IAPE-HR

CFSC-HRT

## **ARMY CHILD AND YOUTH SERVICES TOP 10 PRIORITIES FY 03 - 04**

- Leverage staff, funds, facilities, and technology using Child and Youth Services (CYS) "Productivity, Cost Management, and Accountability Tools" and Morale, Welfare and Recreation Utilization, Support and Accountability (MWR USA) / Uniform Funding and Management (UFM) process to meet CYS affordability metrics
- Meet CYS availability metrics (to include Department of Defense (DoD) child space allocation and Army youth participation goals as documented in Installation CYS Operations Plan) through a CYS seamless delivery system transitioning to serve the Objective Force
- Include Youth and CYS Liaison, Education, and Outreach Services (CLEOS) programs in the CYS assessment and certification process to meet CYS quality metrics
- Achieve operational efficiencies and improve CYS program predictability through Installation Management Agency configuration, i.e., DoD Certification process and CYS Centers of Expertise
- Address CYS personnel issues to include competitive wages, timely background checks, and incentives to reduce turnover/sustain workforce
- Sustain / increase rates of Child Development Center / School Age Services / Family Child Care accreditation, coaches, certification, staff credentials, 4-H Clubs, Boys & Girls Clubs of America memberships, and Character Counts! sites
- Ease school transitions by expanding number of School and Education Transition Services Memorandum of Agreement (SETS MOA) signatories and utilize School Transition Specialists to coordinate reciprocal practices among school systems
- Focus CYS outreach services to parents, active Reserve, Guard, and geographically-isolated families and off-post families
- Support children, youth, and families impacted by military contingency operations
- Designate CYS Spotlight Sites and 1st Choice Installations to serve as effective "working examples of CYS Programs" providing agreed upon levels of service.

## Installation Implementation Guidelines for New CYS Productivity, Cost Management, and Accountability Tools

CYS TOOL	IMPLEMENTATION	APPLICATION
CYS Planning, Operating, and Accountability Metrics	Effective 1 OCT 03	Supports productivity and cost management initiatives. Status monitored by IMA Region CYS Evaluation Team.
CYS Staff/Provider Summary Status Report	15 Jan 04	Requirement of DOD/Army FY04-05 CYS Workforce Initiative. Submitted to CFSC through IMA on semi- annual basis. 15 Jan and 15 July. . Will become component of CYS Annual Report in out years.
School Liaison Services (SLS) Tool Status Report	15 Feb 04	Use to measure installation SLS implementation. Submitted quarterly through IMA to CFSC
CYS Space Census	N LT 30 DEC 03	Submitted annually NLT 30 Dec to Region to validate FY CYS space allocation and associated FY MDEP funding. Required to support budget preparation requirements and Installation CYS Operations Plan (ICOP).
CYS Staffing Template	Initial implementation based on FY 04 CYS Space Allocation NLT 30 DEC 03	Use to determine staff requirements to meet CYS space allocation based on FY MDEP QCCS & QYDP associated funding. Required annually to support budget preparation requirements and Installation CYS Operations Plan (ICOP).
CYS Non appropriated Fund (NAF) Standard Position Descriptions	Apply to encumbered CYS NAF positions NLT 30 Dec 03. Apply to new/vacant CYS NAF positions as recruited.	Implement in conjunction with CYS Staffing Template.
CYS Revenue Projection Tool	Effective for use in FY 04 Budget Cycle	Use annually to support installation specific budget submission requirements.
Installation CYS Operations Plan	Updated format available 4 <sup>th</sup> Qtr 04	Focuses CYS management planning on quality, availability and affordability requirements. Submitted to Regions annually for monitoring by Region CYS Evaluation Team.

NOTE 1: Other CYS Tools not listed in this table will be distributed and phased-in FY 03 – 05.

NOTE 2: Additional implementation guidance and adjusted timelines may be issued to ensure consistency across Regions and to support higher headquarters reporting requirements.



**References Related to Child and Youth Services (CYS) Productivity, Cost Management, and Accountability (PCMA) Tools**

- (1) Memorandum of Understanding, HQDA, 1 May 96, subject: Memorandum of Understanding (MOU) Between Boys & Girls Clubs of America and Headquarters United States Army Community and Family Support Center
- (2) Memorandum, HQDA, CFSC-FSCY, 11 Apr 97, subject: Letter of Instruction for Availability of School-Age Care
- (3) Memorandum, HQDA, CFSC-FSCY, 4 Mar 98, subject: Morale, Welfare and Recreation (MWR) Partnerships
- (4) Memorandum, HQDA, CFSC-SF-CY, 20 Aug 98, subject: National School-Age Accreditation
- (5) Memorandum, HQDA, CFSC-SF-CY, 15 Oct 98, subject: Resources to Support "Promise Passport" Youth Volunteer Initiative
- (6) Memorandum, HQDA, CFSC-SF-CY, 12 Feb 99, subject: Child and Youth Personnel Pay Program (CYPPP)
- (7) Memorandum, HQDA, CFSC-SF-CY, 3 May 99, subject: Army School-Age Accreditation Resource Notebook
- (8) Memorandum, HQDA, CFSC-SF-CY, 7 Mar 00, subject: Partnership 2001 (and Beyond): Combined Federal Campaign and Child and Youth Services
- (9) Memorandum, HQDA, CFSC-CYS, 11 Jul 00, subject: National Youth Sports Coaches Association (NYSCA) Certification of Youth Sports & Fitness Coaches in Army Morale, Welfare and Recreation Programs
- (10) Memorandum, HQDA, CFSC-CYS, 11 Jul 00, subject: Out of School Child Supervision Requirements for Elementary and Middle School Children and Youth During Parental Duty Hours
- (11) Memorandum, HQDA, CFSC-CYS, 13 Jul 00, subject: Child and Youth Services (CYS) Open Recreation
- (12) Memorandum, HQDA, CFSC-CYS, 17 Jul 00, subject: Child and Youth Services (CYS) Organizational Structure
- (13) Memorandum, HQDA, CFSC-CYS, 8 Jun 01, subject: Child and Youth Services Space Census
- (14) Memorandum, HQDA, CFSC-CYS, 14 Sep 01, subject: Child and Youth Services (CYS) Operations During Extraordinary Contingency Conditions



- (15) Memorandum, HQDA, CFSC-CYS, 17 Sep 01, subject: U.S. Office of Personnel Management (OPM) Federal Investigations Processing Center (FIPC) Procedure to Conduct Child and Youth Services (CYS) Background Checks
- (16) Memorandum, HQDA, CFSC-CYS, 19 Nov 01, subject: Child and Youth Services (CYS) Key Management Controls
- (17) Memorandum, HQDA, CFSC-CYS, 12 Apr 02, subject: 4-H Clubs in Army Child and Youth Services (CYS) Programs
- (18) Memorandum, HQDA, CFSC-CYS, 12 Apr 02, subject: Certification for Installation Youth Services (YS) Programs
- (19) Memorandum, HQDA, CFSC-CYS, 23 Apr 02, subject: Family Child Care (FCC) Provider Record Keeping and Background Check Requirements
- (20) Memorandum, HQDA, CFSC-CYS, 30 Apr 02, subject: Patron Survey Requirements within Child and Youth Services (CYS)
- (21) Memorandum, HQDA, CFSC-CYS, 23 Jul 02, subject: Army School Liaison Officer Handbook
- (22) Memorandum, HQDA, CFSC-CYS, 23 Jul 02, subject: Child and Youth Services (CYS) Training Plan for Management Staff and Trainers
- (23) Memorandum, HQDA, CFSC-CYS, 29 Jul 02, subject: Army Child and Youth Services (CYS) "Character Counts" Initiative
- (24) Memorandum, HQDA, CFSC-CYS, 31 Jul 02, subject: School Year 2002 (SY02) Child and Youth Services (CYS) Annual Report and Program Status Updates
- (25) Memorandum, HQDA, CFSC-CYS, 8 Jan 03, Child and Youth Services (CYS) Mobilization and Contingency (MAC) Planning and Cost Projection Tool
- (26) Memorandum, HQDA, CFSC-CYS, 9 Jan 03, subject: U.S. Army Child and Youth Services (CYS) Mobilization and Contingency (MAC) Plan Workbook
- (27) Memorandum, HQDA, CFSC-CYS, 31 Jan 03, subject: Distribution of Supplemental Funds For Child and Youth Services (CYS) Actions in Support of Operation Enduring Freedom and Other Extraordinary Contingency Conditions (ECCs)

# Army Child and Youth Services PRODUCTIVITY, COST MANAGEMENT, & ACCOUNTABILITY TOOLS \*

QUALITY TOOLS (CYS ASSESSMENT)	AVAILABILITY TOOLS (CYS PLANNING & PRODUCTIVITY)	AFFORDABILITY TOOLS (CYS COST MANAGEMENT)
<ul style="list-style-type: none"> <li>☆ <b>CYS Inspection Tools</b> <ul style="list-style-type: none"> <li>• ICCE: Installation Child Care Evaluation Tool</li> <li>• ISASET: Installation School Age Services Evaluation Tool</li> <li>• IYET: Installation Youth Evaluation Tool</li> <li>• ICLET: Installation CYS Liaison, Education, and Outreach Services Evaluation Tool</li> <li>• RCYET: Region Child and Youth Evaluation Tool</li> </ul> </li> <li>☆ <b>National Accreditation Guides</b></li> <li>☆ <b>Program Assessment Tools</b> <ul style="list-style-type: none"> <li>• B&amp;GCA: "Standards of Organizational Effectiveness"</li> <li>• B&amp;GCA: "Commitment to Quality"</li> </ul> </li> <li>☆ <b>Professional Certification Guides</b> <ul style="list-style-type: none"> <li>• Child Development Associate (CDA) Credential</li> <li>• Military School Age Credential</li> <li>• Youth Sports Credential</li> <li>• National Training Associate (NTA)</li> <li>• National Accreditation Validator/Assessor/Endorser</li> </ul> </li> <li>☆ <b>Program Environment Rating Scales</b> <ul style="list-style-type: none"> <li>• ECERS: Early Childhood Environment Rating Scale</li> <li>• ITERS: Infant and Toddler Environment Rating Scale</li> <li>• FDCRS: Family Day Care Rating Scale</li> <li>• SACERS: School Age Care Environment Rating Scale</li> <li>• "Blueprints for Care"</li> </ul> </li> <li>☆ <b>CDS/CYS Recognition Plan</b></li> </ul>	<ul style="list-style-type: none"> <li>☆ <b>CYS Space Census Tool</b></li> <li>☆ <b>Installation CYS Operations Plan (ICOP) Tool</b></li> <li>☆ <b>CYS Mobilization &amp; Contingency (MAC) Plan</b></li> <li>☆ <b>CYS Partnership Initiatives Tools</b> <ul style="list-style-type: none"> <li>• Schools: "Partnerships in Education (P.I.E.): The Army Model", School Liaison Services (SLS) Tool, and School Liaison Officer (SLO) Handbook</li> <li>• MWR Programs: "Doing Your Part for Partnering" Handbook</li> <li>• Army Community Service: Outreach, EFMP, Sponsorship</li> <li>• Combined Federal Campaign (Partnership 2000 and Beyond)</li> <li>• USDA Cooperative Extension Army Youth Development/4-H Clubs</li> <li>• Boys &amp; Girls Clubs of America: Affiliate Memberships for Army CYS Programs</li> <li>• Boys &amp; Girls Clubs of America: "Operation: Proud Partners" Community Outreach Initiative</li> <li>• Josephson Institute: Character Education Initiative</li> </ul> </li> <li>☆ <b>CYS Technology Tools</b> <ul style="list-style-type: none"> <li>• Child and Youth Management System (CYMS)</li> <li>• ArmyFCC.Com</li> <li>• Army CYS Connections Web Forums</li> <li>• Army CYS "Public" Web Site</li> <li>• Army CYS Professional Web Site</li> <li>• CYS Technology Labs</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>☆ <b>CYS Nonappropriated Fund (NAF) Standard Position Guides</b> (located in FASCLASS)</li> <li>☆ <b>CYS Training Plans:</b> Individual Development Plans (IDPs)</li> <li>☆ <b>CYS Staffing Template</b></li> <li>☆ <b>Child and Youth Personnel Pay Plan (CYPPP)</b> for Direct Service Staff</li> <li>☆ <b>Child and Youth Management Personnel Pay Program (CYMPPP)</b></li> <li>☆ <b>CYS Program Assistant/Provider Status Report</b></li> <li>☆ <b>CYS Fee Tool/User Guide/Marketing Materials</b></li> <li>☆ <b>CYS Revenue Projection Tool</b></li> <li>☆ <b>Unit Costs/Ranges for CYS Spaces</b></li> <li>☆ <b>Child Space Allocation Distribution Tool</b></li> <li>☆ <b>CYS Cost-Per-Space Tool</b></li> <li>☆ <b>SMIRF:</b> Standard Management Information Reports for Finance</li> <li>☆ <b>TLMS:</b> Time/Labor Management System</li> <li>☆ <b>INFORM:</b> Integrated NAF Financial Operating Results for Managers</li> </ul>
ACCOUNTABILITY TOOLS (CYS MEASURABLE OUTPUTS & OUTCOMES)		
<ul style="list-style-type: none"> <li>☆ <b>CYS Standards Accountability Tool ("Gumball" Tool)</b></li> <li>☆ <b>CYS Annual Report</b></li> <li>☆ <b>CYS Planning, Operating, and Accountability Metrics (CYS POAM) Reference Guide</b></li> <li>☆ <b>CYS Key Management Controls</b></li> <li>☆ <b>CYS Child Abuse Risk Assessment Tools (CARAT)</b></li> <li>☆ <b>CYS Accountability Report/User Guide for ISR 3</b></li> <li>☆ <b>CYS Well-Being Status Report (WBSR)</b></li> </ul>		